

CARGOM

LOGISTIC AND TRANSPORTATION
METROPOLITAN CLUSTER OF MONTRÉAL



ANNUAL REPORT

25 | 26



THE YEAR AT A GLANCE

72 members

More than **2,000** hours of volunteer involvement in 2025

More than **250** social media post

Close to **20** events organized and **900** participants

More than **8,000** people follow CargoM across social media and our newsletter, in addition to media coverage

CargoM was showcased on more than **30** occasions and took part in more than **150** networking and mobilization activities

Testimonials from our members

“Canest Transit is proud to take part in CargoM’s activities and contribute to projects that directly improve the flow and resilience of the logistics chain. **The cluster provides a unique collaborative space** where our initiatives gain traction, drive innovation and support the sustainable development of Montréal’s transportation sector. **The achievements delivered through CargoM in 2025 are impressive** and demonstrate its significant impact across the sector.”

— **Marc-Aurèle Clapperton**, General Manager, *Canest Transit*

“**CargoM has been the leading voice of freight transport in Greater Montreal** for over 10 years, and Ray-Mont Logistics proud to be a founding member. From the outset, **CargoM has taken on the challenge of bringing together a wide range of industry players** with diverse mandates around a shared objective: improving the flow of goods. All of this is guided by a single goal: reducing costs for the end consumer. From my perspective, we can confidently say the mission has been accomplished. Congratulations to everyone on this achievement.”

— **Charles Raymond**, President and CEO, *Ray-Mont Logistics*

“As an active member of CargoM, **QSL highlights the dedicated and collaborative work of the CargoM team**, whose expertise and leadership are central to the vitality of the metropolitan logistics ecosystem. By bringing together stakeholders with diverse realities and expertise, the team contributes directly to improving flow, driving innovation and supporting the transition to more sustainable logistics. **For QSL, this involvement is a valuable opportunity** to help develop effective, responsible solutions that benefit its members and the broader community.”

— **Claudine Couture-Trudel**, Vice President, ESG Policy and Future Initiatives, *QSL*

OUR MISSION

CargoM's mission is to bring together all Greater Montreal freight transport and logistics stakeholders whose activities support Montreal's role as an industry hub through common goals and coordinated actions to strengthen its cohesion, competitiveness, growth and reach.

OUR VISION

CargoM aspires to position Greater Montreal as a recognized intermodal hub, sought after for its operational and environmental performance, as well as for its contribution to the competitiveness of its business partners and to the economic development of Greater Montreal and Quebec.

ABOUT US

Launched in 2012 as part of Greater Montreal's economic development strategy, CargoM (the Montreal Metropolitan Logistics and Transportation Cluster) is one of 10 metropolitan clusters established since 2006.

Our actions are structured around four working groups. Their members collaborate to develop and implement tools, projects and initiatives that support economic development, improve supply chain fluidity, attract new companies, showcase jobs and training and promote Greater Montreal as an international hub.

CargoM's activities are financially supported by the Montreal Metropolitan Community (CMM), the Ministry of Economy, Innovation and Energy (MEIE) and its members.



Word from the Ministers

CargoM brings together the logistics and freight transportation industry in the Montréal metropolitan area. It is a major player in this strategic sector for Québec's economic development, which generates approximately 132,000 jobs and more than 13 billion dollars in revenue.

In recent years, the industry has experienced significant turbulence and has faced many challenges. This remains true today, as the world continues to undergo profound transformation, driven in part by new trade rules with the United States, the diversification of export markets for Québec businesses, and efforts to reduce interprovincial trade barriers. In this context, CargoM has strengthened its collaboration with its partners and with our government to identify priority areas for action.

It is essential to address the key issues the sector is facing, including opportunities for sectoral development, the fluidity of logistics activities, sustainable development, the integration of innovation, and workforce-related challenges. In this regard, strategies and initiatives have been developed to provide a framework for reflection and discussion among the members of the working groups, which include the sectoral workforce committees for road transportation and the maritime industry, as well as government bodies.

These discussions enabled us to assess the impacts of U.S. tariffs on the logistics and transportation industry. We also took note of the needs expressed by CargoM's members to inform our government's reflections.

Furthermore, we welcome the launch of a new working group on logistics and sustainable transportation, aimed at fostering the emergence of innovative projects in this area. Climate change is a source of growing concern, and its impacts on the logistics chain are already being felt—and will intensify in the years ahead.

New partnerships have also been established with several organizations during events aimed at promoting this sector, including a meeting of leaders from the transportation industry of the St. Lawrence–Great Lakes region.

We wish to highlight the outstanding work accomplished by the staff, members, and partners of CargoM over the past year, and we extend our best wishes for continued success in the year ahead!



Jean-François Simard

Minister of Employment and Minister Responsible for the Capitale-Nationale Region



Benoit Charette

Minister of Transport and Sustainable Mobility



Bernard Drainville

Minister of Economy, Innovation and Energy, Minister Responsible for Maritime Strategy

Bâtir l'avenir

Québec



Word from the Mayor

Ville de Montréal and CargoM share the same goal of supporting a smooth and efficient supply chain, with the aim of ensuring that Montrealers have adequate access to the essential goods they need.

In this spirit of collaboration, Ville de Montréal reaffirms its commitment to working closely with the cluster in order to identify and implement innovative solutions. From optimizing freight transport and improving road safety to ensuring harmonious coexistence with residential neighbourhoods, we are working together to address current challenges and anticipate future ones.

The recent creation of the Sustainable Logistics and Transport Working Group reflects this commitment to coordinated action in a key sector of Montreal's economy, one that contributes significantly to employment, wealth and regional development. This approach is also reflected in the revitalization of Eastern Montreal, an area home to many businesses and strategic players, including the Port of Montreal.

I firmly believe that Montreal and CargoM together are a powerful engine for advancing major structuring projects.

In fact, the reason our city has established itself as a hub and strategic gateway to North America is that its economy fully benefits from the dynamism and vitality of the transportation activities that shape the region.

I would like to congratulate CargoM on this report, which highlights the scope of the work carried out by its members over the past year.



Soraya Martinez Ferrada
Mayor of Montreal

Photo credit: Ville de Montréal

Montréal 

A WORD FROM THE CHAIR OF THE BOARD OF DIRECTORS



Michael Fratianni

President and CEO
Montreal Gateway Terminals Partnership (MGTP)
Acting Chair of the Board of Directors CargoM

Esteemed members and partners,

The past year has highlighted the collective strength of our industry and the vital role CargoM plays as a unifying force. True to its mission, CargoM continues to build cohesion and collaboration, contributing to the vitality of Greater Montreal and Quebec.

As the metropolitan region prepares to undertake major infrastructure projects, our ability to work together is essential. These projects will reshape our logistics landscape, creating new opportunities, strengthening our competitiveness and improving supply chain fluidity. Their success will depend on close coordination among our organizations, a role that CargoM plays with rigour and leadership.

We are operating in a volatile geopolitical environment marked by tensions and uncertainty affecting global supply chains. Through the cluster's tools and initiatives, our community tracks emerging trends, risks and opportunities shaping the sector. Our capacity to adapt is key to ensuring the resilience of Montreal as a logistics hub and to supporting our economic objectives. Together, we will continue to build an innovative, sustainable and competitive logistics network that supports economic development in Greater Montreal and Eastern Canada.

We highlight the commitment of the directors, whose expertise and engagement contribute directly to our success. In this year of strategic planning, their volunteer involvement has been especially valuable. The time they dedicate to CargoM reflects their strong commitment to our mission. We also welcome our new board members and thank those who have stepped down over the past year.

We could not achieve our objectives without the support of our members, who took part in our meetings and activities throughout the year. We extend our sincere appreciation to them. We also thank our funders, the Government of Quebec and the Communauté métropolitaine de Montréal (CMM), for their financial support.

A WORD FROM THE EXECUTIVE DIRECTOR



Louis-Philippe Allard

Executive Director
CargoM

Dear CargoM members and partners,

The year 2025 unfolded in a challenging environment for the logistics and freight transport sector and further confirmed CargoM's role as a unifying force within the Greater Montreal logistics hub. Amid economic pressures, the transformation of global supply chains, geopolitical uncertainty and the accelerating energy transition, our industry is evolving rapidly and must adapt. In this context, collaboration, innovation and foresight are essential.

This year also marked an important step with the update of our strategic plan, which will guide our work through to 2028. Developed in consultation with our members, the process clarified our vision, reaffirmed our mission and focused our actions on clear priorities.

Over the past year, CargoM stepped up its actions in support of the industry. These actions included:

- Welcoming 16 new members
- Holding eight working group meetings
- Participating in sector events across Quebec with our members and partners
- Strengthening ties with government bodies and elected officials
- Launching a new Sustainable Transport and Logistics working group
- Bringing industry leaders together around efficiency and competitiveness issues
- Initiating a refresh of our brand identity
- Continuing efforts to support the next generation through targeted events

More than ever, CargoM continues to act as a facilitator, connecting stakeholders and improving coordination of initiatives. The results achieved reflect the commitment of our members and partners, and several projects will be announced soon.

I would like to extend my warmest thanks to Julie Gascon, our outgoing Chair, for her remarkable contribution to CargoM's growth. Through her leadership, dedication, and generosity, she has left a lasting mark on our organization. I am deeply grateful for her invaluable contributions, which will continue to have a significant impact on CargoM.

I also thank our members, partners and funders for their continued support. I would like to highlight the work of the CargoM team, whose professionalism and dedication make it possible to achieve our objectives every day.

Together, let us continue our efforts to position Greater Montreal as a high-performing, innovative and sustainable logistics hub with international recognition.

EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS

Executive committee*

Michaël Fratianni

Acting Chair
Montreal Gateway Terminals Partnership (MGTP)

Julie Gascon

Chair (outgoing)
Montreal Port Authority

Marc Cadieux

Vice-Chair
Quebec Trucking Association (ACQ)

Darren Reynolds

Treasurer
Canadian National

Stéphane Chevigny

Director
Intersand

Alexandre Rouanet-Bazinet

Secretary and Observer
Montreal Port Authority



Board of Directors

Martin Ball

WIPTec

Hugo Bisailon

Fonds de solidarité FTQ

Matthieu Casey

Air Canada Cargo

Claudine Couture-Trudel

QSL

Annie Dauphinais

Synergie Canada

Nicola Dolbec

Maritime Employers Association

Nathalie Drouin

INFRA-S, ESG UQAM, School of Science
and Management

Guillaume W. Dubreuil

The CSL Group Inc.

Julien Dubreuil

Termost Montreal Inc.

André Hannoush

CPKC

Karl Larocque

Mediterranean Shipping Company (Canada) Inc.

Nathalie Messias

Camo-Route

Charles Raymond

Ray-Mont Logistics

Katia Reyburn

Logistec

Michel Robert

Groupe Robert

Renato Rossatto

Domenico Costantino (outgoing)

Kuehne+Nagel Ltd.

Michel Sawaya

CMA CGM Canada Inc.

Martin Trépanier

CIRRELT, Université de Montréal

Observer

Mélanie Morier

Transport Canada

Laethicia Bagué

Ministry of Economy, Innovation and Energy

Marie-Michèle Cauchy

Communauté métropolitaine de Montréal



Staff

Louis-Philippe Allard

CargoM

* Members of the Executive Committee are also members of the Board of Directors.

TEAM



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Rail Transport



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Road Transport and Logistics Intermediaries



Exporters, Importers and Shippers



Administrations, Ministries and Shared Transport Infrastructure



Committees and Associations



Solution Partners



Educational and Research Institutions



FOUR WORKING GROUPS



WORKING GROUP 1 Sector Development Opportunities

Strengthen our contribution to regional prosperity and the economic development of the metropolitan logistics chain.



WORKING GROUP 2 Sustainable Logistics and Transport

Foster collaboration, support discussion and develop concrete initiatives to accelerate the transition to more sustainable logistics and transport.



WORKING GROUP 3 Innovation and fluidity

Optimize the hub's fluidity and leverage innovation to strengthen its strategic role as a gateway to North America.



WORKING GROUP 4 Workforce

Work collaboratively with members on projects aimed at training, attracting and retaining talent.



Internal committees

- Terminal and land transport fluidity committee
- Operational transport efficiency committee
- Strategic member recruitment committee



External committees

- National Supply Chain Forum (Transport Canada)
- Customs tariff working group (Government of Quebec)
- Mobility Montréal advisory committee
- Greater Montreal economic committee
- Urban logistics coordination and monitoring committee (Ville de Montréal and partners)
- Transport committee (Chamber of Commerce of Metropolitan Montréal (CCMM))
- Transport committee (Chambre de commerce et d'industrie de la Rive-Sud (CCIRS))
- Multisector Strategic Committee (Palais des congrès de Montréal)
- Intercluster committee
- Communications committees (SODES and the Maritime Industry Human Resources Sectorial Committee (CSMOIM))
- Advisory committee (Sustainable Urban Logistics Resource Center)



WG1 Sector development opportunities



Co-chairs



Martin Ball
WIPTec



Darren Reynolds
CN

Mandates

Develop and implement initiatives and projects that benefit the freight logistics and transport sector as a whole.

Provide the industry with performance measurement tools to strengthen its competitiveness and its contribution to regional economic development.



Goals

Support the growth and efficiency of freight logistics and transport in Greater Montreal.

Identify key success factors to attract new players and position Greater Montreal as a competitive, internationally recognized logistics hub.

Achievements and Highlights

Conducted a member outreach tour, meeting with more than 60 companies to present CargoM's projects and services and identify opportunities for collaboration.

Recruited 16 new members since spring 2025.

Developed CargoM's 2026–2028 strategic plan.

Organized an event on business succession in transport and logistics, in collaboration with the Fonds de solidarité FTQ and the Traffic Club of Montreal.

Established event partnerships with many organizations (members and non-members) including CCMM, CCIRS, the Port of Montreal, SODES, St. Lawrence Shipoperators, GCL and the St. Lawrence Seaway Management Corporation.

Presented the sector at roundtables with the Ville de Montréal, the Ministry of Economy, Québec and Montréal International.

Promoted the Greater Montreal hub internationally through meetings with foreign delegations.

Participated in intercluster meetings to strengthen synergies among major industries in Greater Montreal.

Appointed Darren Reynolds, Director of Business Development, Sales and Marketing at CN, as co-chair of the working group.

Key Ongoing and Upcoming Projects

Plan upcoming working group meetings.

Organize a major 2027 event on freight logistics and transport, in collaboration with HEC Montréal and the Port of Montreal.



WG2 Sustainable Logistics and Transport



Co-chairs



Martin Trépanier
CIRRELT



Chantal Gagnon
Ville de Montréal

Mandates

Guide CargoM’s work on sustainable development by identifying strategic priorities and key areas for action in the logistics and transport sector.

Mobilize members around a shared vision to strengthen the adoption of eco-responsible practices and knowledge sharing.

Support the environmental transition by fostering initiatives, partnerships and innovative solutions that improve performance and reduce environmental impacts.



Goals

Identify and promote best practices, available resources and funding programs related to sustainable development, and encourage their use.

Mobilize members around a shared vision to promote eco-responsible practices and knowledge sharing.

Develop projects and partnerships aimed at reducing the carbon footprint of the Greater Montreal logistics chain.

Achievements and Highlights

Launched the working group on June 20, 2025, at Montreal City Hall.

Held a second working group meeting at Logistec to define priorities and identify actions.

Mapped available subsidy and financial assistance programs for the sector.

Following the municipal election, Mercier-Hochelaga-Maisonneuve Borough Mayor Chantale Gagnon joined the working group as co-chair.

Key Ongoing and Upcoming Projects

Organize a panel on environmental certifications in transport and logistics.

Contribute to the Sustainable Urban Logistics Resource Center platform.

Support the promotion of the intercluster I.M.P.A.C.T. project (Industries Mobilized for Climate Action and Transition), encouraging stakeholder engagement and accelerating the shift to more sustainable practices.



WG3

Innovation and fluidity



Co-chairs



Marc Cadieux
Quebec Trucking Association



Julien Dubreuil
Termont Montreal Inc.

Mandates

Support the development and implementation of projects that benefit the logistics chain and improve access and transport fluidity in Greater Montreal.

Contribute to the implementation of infrastructure projects and technologies to optimize logistics and transport operations.

Promote best practices and the use of technologies to strengthen the competitiveness of companies in the sector.



Goals

Participate in committees to represent the industry and, where needed, establish consultation groups.

Conduct complementary studies and carry out targeted pilot projects, then assess their impact on Greater Montreal.

Adopt, share and integrate best practices and technologies while supporting sustainable development objectives.

Achievements and Highlights

Updated and promoted the *Storage Space Inventory tool*.

Held Innovation and Fluidity working group meetings at MSC and Termont and organized a visit to Decathlon's distribution centre.

Established working committees and coordinated meetings to address specific needs related to fluidity and innovation, including:

- *Terminal and land transport fluidity;*
- *Operational efficiency in transport, including empty runs and off-peak deliveries.*

Key Ongoing and Upcoming Projects

Secure funding from the City of Laval to implement, in collaboration with niosense, a pilot project to strengthen road transport safety and fluidity.

Organize a demo day event with startups to showcase innovative solutions to sector challenges.



WG4 Workforce



Co-chairs



Nathalie Drouin
INFRA-S, ESG UQÀM, School of
Science and Management



Nathalie Messias
Camo-Route

Mandate

Promote the sector to future workers by highlighting industry opportunities this industry as to offer and support training and retention practices among companies.



Goals

Address the urgent need for new talent in this sector by implementing concrete measures to attract new talent.

Promote career opportunities in the industry among young people and those seeking a new career.

Achievements and Highlights

Organized, in collaboration with Cégep André-Laurendeau, a matchmaking activity between companies and educational institutions, followed by a lunch session on *automation in logistics and its impact on the supply chain*.

- Panel participants: Synergie Canada, SAQ, Groupe Robert, the Innovative Vehicle Institute, and CGI;
- Nearly 80 students and about 30 organizations in attendance.

Held two Workforce working group meetings.

Created a Transport and Logistics pavilion under the CargoM banner, in partnership with Événement Carrières, as part of the Job and Continuing Education Fair held on October 8 and 9, 2025.

Presented CargoM and took part in a discussion as part of the course *Innover en logistique avec l'IA* offered by Cégep André-Laurendeau's continuing education program.

Key Ongoing and Upcoming Projects

Prepare the third edition of the lunch session in collaboration with Cégep André-Laurendeau.

Establish a new partnership with Événement Carrières to once again create the Transport and Logistics pavilion.

Submit a funding application to update the white paper on workforce and training needs in the transport and logistics sector.

Promote training programs, internships and recruitment missions led by CargoM members and partners.

SUMMARY: STRATEGIC PLANNING 2026-2028



THE YEAR IN PICTURES



1. Grande Rencontre stratégique: Défis et opportunités du transport sur la Rive-Sud • 2. Official launch of the 68th navigation season of the St. Lawrence Seaway • 3. Meeting of clusters with Minister Christine Fréchette • 4. Infrastructure panel, Lambda Alpha International (LAI) • 5. CargoM presentation at Eurailclusters • 6. Intercluster Day • 7. CargoM Annual General Meeting • 8. Leaders' roundtable • 9. Meeting with Minister of Transport Steven MacKinnon • 10. Meeting with Alan DeSousa • 11. World Ocean Summit & Expo 2026 • 12. CargoM annual members' evening • 13. Meeting with St. Lawrence Shipoperators

BEING A MEMBER OF CargoM MEANS YOU...



Join forces with the Greater Montreal freight transport and logistics community. That means access to:

- Air transport
- Rail transport
- Road transport
- Maritime transport
- Logistics intermediaries and freight forwarders
- Sector associations and committees
- Exporters, importers and major shippers
- Transport administrations, ministries and shared infrastructure
- Educational and research institutions
- Solution partners

- Help shape sector priorities and coordinated actions through participation in CargoM's four active working groups and committees.
- Access a network of companies, members, contacts and services that support your organization's growth.
- Have a voice with elected officials and help advance interests and projects that support the smooth development of our logistics chain.
- Showcase your projects, initiatives and achievements to our community of members, partners and stakeholders.
- Gain visibility through participation in conferences, seminars and workshops organized by CargoM and its partners.
- Receive early updates on the latest sector developments.
- Access CargoM's studies and analyses, as well as those produced with its partners, at no cost.
- Take part free of charge in our events, including workshops, seminars and networking activities
- Host a working group meeting at your organization and present your activities.
- Have the opportunity to serve on our Board of Directors.

And more

Want to learn more? Contact us.

CARGOM

